

Summary of Web Interviews about FY2025.3 Financial Results and FY2026.3 Management Strategy

* Please note that this document is not a word-for-word transcript of the actual Q&A session, but a condensed transcript prepared by the Company by summarizing the actual interactions as appropriate.

[New Group Management Vision]

Q: Will the time frame for the new group management vision be up to FY2034.3, as outlined in the Medium - to long-term business growth strategy "Beyond the Border"?

A: With our new group management vision, we would like to show what our company aims to be like in about 10 years' time. On the other hand, although the time frame for indicating quantitative targets is still under discussion, the Company is considering setting a time frame that takes into account changes in management.

[Shareholder returns]

Q: Why did you decide to aim for a 30% dividend payout ratio at this point?

A: Under the current Group management vision, we have aimed to achieve a total return ratio of 40% and a dividend payout ratio of 30% in the medium to long term. Although giving priority to the allocation of cash for growth investment in the near term, we would like to achieve a dividend payout ratio of 30% every fiscal year. We intend to continue to steadily enhance shareholder returns in light of capital investments and operating performance trends.

[Transportation Business]

Q: Regarding operating income for the Transportation Business, the Company fell short of its target for FY2025.3 and plans to only slightly increase in income for FY2026.3. How will you respond to increasing operating expenses in the Transportation Business in the future?

A: As wages continue to rise across Japan, personnel expenses are expected to increase within the Group as well, making it difficult to significantly increase operating income in the Transportation Business. We would like to continue to urge the government to review the system for approval of fares and charges so that fares and charges can be flexibly revised in response to the wage rise, inflation, and higher labor costs.

[Personnel expenses forecast]

Q: Non-consolidated personnel expenses are expected to increase significantly in FY2026.3. Until now, non-consolidated personnel expenses have been on a downward trend, but is there any changes such as with the outlook for the number of employees?

A: We will implement a wage increase of approximately 6.1% in FY2026.3. In addition, although the

number of employees has declined due to the large number of employees reaching retirement age, the Company expects the number of employees to increase in the future. For this reason, we believe that wage increases and an increase in the number of employees will be factors that lead to an increase in personnel expenses.

[Real estate sales]

Q: As real estate sales expand, will the focus shift to acquiring and developing real estate in cities?

A: The main focus is on selling some of the real estate we own in our station-centered town development. In addition, through JR East Real Estate Co., Ltd., which was established in July 2024, the Company will also engage in the development of company-owned land and the acquisition and development of real estate in cities.

Q: What was the reason that real estate sales revenue for FY2025.3 exceeded the plan?

A: This is because the number of real estate sales exceeded our plan. The Company has previously indicated its intention to expand the scale of its real estate sales at financial results briefings and other events. As stated on page 12 of the presentation materials, we also plan to increase real estate sales revenue in FY2026.3.

Q: Regarding the target scale of assets under management in the real estate fund business, you have previously aimed to achieve a cumulative total of 400 billion yen by FY2028.3, but will you aim to further expand the scale under the new group management vision?

A: As stated on page 44 of the presentation materials, we are aiming for a cumulative total of 420 billion yen by the end of FY2026.3, so we believe we will be able to aim for further expansion in the medium to long term.